

helped me a lot for the next few nights. And I was one of the six or seven kids in the class that got a hundred on that test...

“And therefore, if there’s any other word beside personal involvement that I would wish to leave with this marvelous audience, it is expectation. Expectation level. Our expectation level was ground in a culture of the old testaments. Today, our expectation is perfection...The better our quality, the greater our share of the market...

“The last of these heresies has to do with an oblique item. The biggest mistake that our company made when we started, and were on the program of trying to improve our quality, was our failure to bring properly, and early enough into the process, our suppliers. Fifty percent of our costs are the things that we acquire from some of you. Or, from our suppliers overall. And, we weren’t smart enough to engage them, and involve them. So, there’s something we would do differently if we had to do it all over again...

“We have, incidentally, practiced this policy that I speak of because we sent word out a year ago and said, if you want to be a supplier to Motorola, you have to go for the Baldrige Award. Now, that wasn’t terribly appealing to about half of the suppliers. And frankly, fifty or sixty of them told us that we could take our business elsewhere. And, they don’t do business with us. And we don’t do business with them anymore...”

## **Jimmy Carter: A Former President’s Plans**

*Former President Jimmy Carter addressed The Economic Club of Chicago on February 11, 1991 as U.S. Forces were fighting in Kuwait and Iraq.*



“Advocates for peace have not been very successful. In the last ten years, for instance, since I left office... There have been several wars launched from one nation to another, or either brief attacks across international borders. One was the Israeli invasion of Lebanon in 1982. Another one was the U.S. sending troops to Lebanon, and the subsequent bombing and strafing of villages around Beirut. The U.S. bombing of Libya. The U.S. invasion of Grenada. The U.S. invasion of Panama. The promotion of the Contra War against the Sandinista government in Nicaragua. And then finally, this past year, the invasion by Iraq of Kuwait...

“It’s hard to draw a distinction, or formula by which peacemakers can prevent wars because the reasons are so wide and broad and unpredictable. The control of land, of the seas, of transportation routes. Sometimes a war is launched just to convert an alien society to one’s own philosophy, or one’s own religion, to secure wealth, money, mining, oil, to overthrow a despised regime, to empower, or to establish a friendly regime, or to alleviate one’s own domestic problems.

“In all those wars I mentioned, in almost all of them, there was an anticipation of an easy victory. And that quite often does precipitate a war. If an invading country, an attacking country thinks they’re going to win easily, that’s a case. The Soviets, for instance, invaded Afghanistan, December, Christmas Week of 1979. They thought that they would have a quick victory. Iraq went into Iran in 1980 expecting an easy victory because

Iran was torn apart by revolution. When Israel invaded Lebanon, they thought they would have no trouble in establishing a Christian-oriented government that would be friendly to the regime in Jerusalem. And, of course, last year Iraq thought they would have an easy victory when they went into Kuwait...

“In modern days there are some stabilizing factors that tend to help those who work for peace, and try to prevent war. One of them is instant communications, which opens up, in this new electronic age, an ability for people to communicate with each other, to learn about the motivations, the fears, the opportunities of resolving disputes through direct talks. Another is a publication of the ravages of war. This is one of the reasons that the Vietnam War basically came to a conclusion. International borders being inviolate, since the colonial powers withdrew, particularly at the end of First and Second World Wars, they drew lines on a map. Sometimes quite arbitrary ones. Particularly... in areas that had been controlled by them. In the Middle East, drawing Jordan. Drawing Syria, the boundaries of Lebanon. In Africa, delineating more than fifty countries which were formerly just fifteen countries. And now those international boundaries have become sacred. It is very difficult, very unlikely that the community of nations will approve any change in international boundaries. This provides a great deal of stability. But for instance, in the case of the Baltic states, part of the Soviet Union now, unfortunately, that prohibits the support that might go to their total independence. And that total sovereignty.

“The holding of elections has been a recent phenomenon on the political scene that permits the end of a war, like in the case of the Contra War in Nicaragua. And the prevention of wars by alleviating tension between contending parties.

“Another one has been the fear of mass destruction. The Cold War that we experienced with a great deal of concern, was certainly better than a hot war. And it's very likely that had we and the Soviet Union not had overwhelming nuclear arsenals, we

might very well not have maintained the very delicate relationship between the two super powers, despite the fact that on several occasions wars did threaten. The Cuban Missile Crisis, when John Kennedy was president, is one example. Another was in the October War, in 1973, when Israel was advancing beyond the Suez Canal towards Cairo and the prime minister of the Soviet Union went to Cairo. And there was a possible confrontation between the two super powers then, including nuclear power. President Nixon alerted all American forces around the world, including nuclear forces. The Soviet Union did the same thing. And because of that, concern about the consequences of a nuclear holocaust, that war was terminated peacefully...

“Few of these constraints that I've mentioned to you very briefly apply to civil wars. Let me give you a very quick picture of the way the world was last August the 1st, 1990, the day before Iraq invaded Kuwait. The Carter Center, as part of our work, monitors all the world's conflicts... At that time... there were one hundred and twelve conflicts in the world. Thirty of them were major wars, wars within which more than... a thousand people had died on the battlefield. Of those thirty major wars, not a single one was between two countries. Every one was a civil war. A domestic war. War between neighbors, within the boundaries of a single country. That's interesting. Some are very large and formidable wars, with hundreds of thousands of people being killed. But, the tragedy is that the United States, nor the Soviet Union, nor France, nor Great Britain. Nor, even the United Nations, is authorized to deal with, or to resolve those civil wars...

“There is a way to deal with threats to peace. But, there are formulas that haven't often been exerted. Just let me give you one example... In 1978, many of you would remember that the prime example of terrorism was the hijacking of airplanes. Almost every month there was a plane hijacked. And it was flown to Cuba or Libya. And there it was received with great accolades, and approval by either, by either Kaddahfi, or by Fidel

Castro...The President of France and I decided at the Economic Summit Conference, that we would try to stop this practice, at least as far as Libya was concerned. So, we got the other leaders in the powerful Western nations, Japan, Canada, Italy, France, Great Britain and Germany, to send Kaddahfi a private message. And we told him, all of us signed the letter, 'If you ever again accept an internationally hijacked plane, and don't immediately return the plane to its owners, and the hijackers to justice, then all international airplane traffic between Libya and our countries will be permanently terminated.' This was a secret message. And because it was secret, we didn't throw down a public gauntlet to him. Or challenge him. Or dare him. He did accede. He never again accepted and kept a plane...

"Let me just mention now about Saddam Hussein, and his relationship with Iran. I mentioned early that in Christmas Week of 1979, we were in the midst of the hostage crisis. After the hostage crisis involving Iran had been going on for about a month, Iraq invaded Iran. Saddam Hussein thought that he would have an easy victory because Iran was divided... I condemned this invasion because I was afraid that Iraq would conquer Iran and destabilize the entire region...

"Subsequently, of course, that war came to a stalemate. But, it was because Saddam was not punished, and because he later received enormous support from Europe, and to some degree from this country, that he got the temerity, a courage, misplaced courage, to go into Kuwait...

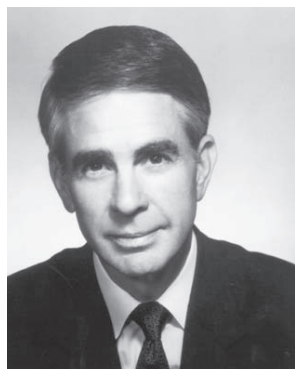
"Today, President Bush was briefed by his military leaders, who I understand from television tonight, have basically said, 'Let's don't be in any hurry. Let our supremacy in air prevail.' The U.S. forces are resolute. They are superbly trained. And there is absolutely no doubt that they can, and will, prevail. After sixty-thousand sorties already, with almost non-existent opposition from the Iraqi forces, there is no doubt in my mind that Saddam Hussein, and his Iraqi supporters, including private citizens, must know that this one-sided devastation

can continue indefinitely and that they cannot win. But the private foot soldiers, and the individual citizens of Iraq, are not the ones who will decide that the war needs to come to a conclusion...

"This is a special case for us now. We are all preoccupied with it. We don't want to talk about much else. But, in the future, the new world order, brought about by a cessation of the long-existing Cold War between us and the Soviet Union, must include the prevention of further major conflicts and the resolution through peace negotiations of those that do exist. A measure of the greatness of a nation, including ours, is how strong a force for peace we can be."

**Robert E. Allen:  
A Boiling Sea of Change**

*Robert E. Allen was chairman and CEO of AT&T when he addressed The Economic Club of Chicago on October 15, 1992, on telecommunications.*



"When I receive invitations to speak to distinguished audiences, such as The Economic Club of Chicago, I'm often put in mind of the early days of the telephone. Alexander Graham Bell traveled around the world trying to drum up financial backing for his new gadget...He would expound on his vision of someone in one part of the world able to speak with someone else on the other side of the globe. Many were intrigued by the possibilities, but others wondered: 'What of interest would I have to say to someone halfway across the world?' I'm sure those skeptics would be astounded by the fact that AT&T moves, on average, 140 million calls through its worldwide network each day. People around the world do have plenty of interest to say to one another. Likewise, I hope you'll find I have something of interest to say to you this evening..."